**ATTACHMENT D**



 **ILLIQUID CREDIT EMERGING MANAGER PROGRAM SEPARATE ACCOUNT MANAGER**

**QUESTIONNAIRE**

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**ILLIQUID CREDIT EMERGING MANAGER PROGRAM**

**SEPARATE ACCOUNT MANAGER**

 **QUESTIONNAIRE**

# SUMMMARY DATA

 **Firm**

 Name:

 Main Address:

 **Primary Contact at Firm for this RFP**

 Name:

 Title:

 Phone Number:

 E-Mail Address:

# CHECKLIST

 Exhibit A Audited Financial Statements and Management Letter

 Exhibit B Diversity, Equity, and Inclusion Questionnaire

 Exhibit C SSAE16, SOC 1 or 2, or Similar Internal Control Report

 Exhibit D Marketing Materials, White Papers, and/or Presentations

 Exhibit E Placement Agent Disclosure and SEC Compliance Form

& LACERA Placement Agent Policy

***For this questionnaire, an emerging illiquid credit manager is defined by managing external capital for less than five years and having less than $1 billion of assets under management. Additionally, principals or employees of the firm must hold at least 66% of the ownership interest of the company.***

# ORGANIZATION

1. Indicate your firm’s fiduciary classifications:

🞎 Bank

🞎 Insurance Company

🞎 Registered Investment Adviser (Investment Advisers Act of 1940)

🞎 Other: (Please Explain)

1. List Your Regulatory Registrations:

|  |  |
| --- | --- |
| Commodity Pool Operator? |  |
| Commodity Trading Advisor? |  |
| Registered Investment Advisor?  |  |
| Registered Investment Company? |  |
| Broker-Dealer or Introducing Broker? |  |
| Other: specify |  |

1. Is your firm willing to act as a fiduciary in the management of LACERA's assets?
2. Firm history:
3. Provide a brief history of your firm including the year organized/founded.
4. In what year did the firm begin managing: a) portfolios including illiquid credit managers and b) customized portfolios of emerging managers?
5. What is the month and year of SEC 1940 Act registration, if applicable?
6. Firm ownership structure:
7. Describe your firm’s ownership structure including specific details with regard to any affiliated companies, joint ventures, and/or employees.
8. Describe the interrelationships and communication lines between the portfolio construction professional staff and any parent-subsidiary, affiliate, or joint venture entities. Provide an organizational chart that diagrams the interrelationships if needed.
9. Firm ownership:
10. Please elaborate on the financial stake that principals and the investment team have in your firm. Include names of the firm's principals and percent equity ownership.
11. Are there any future plans for changes or additions to ownership?
12. Are any of the principals or key staff related? Does the firm do any outside business with relatives of any principals or staff?
13. Firm revenue distribution:
14. How is revenue for the firm divided among its business lines?
15. If an affiliate, what percent of parent firm’s revenue is generated by your organization?
16. How much of firm revenue is generated by investing in: a) portfolios including illiquid credit managers and b) portfolios including emerging managers?
17. Does your firm, including entities affiliated with the parent, generate any revenue associated with investment management from sources other than management and performance fees for client-customized portfolios? If so, explain.
18. Financial Condition
19. Discuss the financial condition of the firm based on the most recent audited financial statements and annual report.
20. What is the capital structure of the firm and how is the entity that manages emerging manager portfolios capitalized?
21. Provide the firm’s most recent audited financial statements and management letter as Exhibit A.
22. Provide the location and function of each of your firm’s offices related to portfolio management as follows:

|  |  |  |  |
| --- | --- | --- | --- |
| **Headquarters or Regional Office** | **Location** | **Function** | **Number of Professionals** |
|  |  |  |  |
|  |  |  |  |

1. Business Objectives:
2. Discuss the overall new client business and expansion objectives of your firm.
3. Has your firm added any new products during the past year?
4. Do you plan to introduce any new products over the next year? If so, please elaborate.
5. How many client-customized emerging manager portfolio relationships can your firm manage?
6. Is there an asset capacity limitation for client-customized portfolios? Explain.
7. How is asset capacity determined?
8. What steps would be taken as assets under management approach the capacity level?
9. For client-customized portfolio management, indicate whether your current investment capabilities were developed in-house or through acquisition of another investment firm. If the latter, specify the name of the acquired firm, date when this acquisition occurred and a description of the rationale for the transaction.
10. Regulatory Activity:
11. In the last ten years, has your firm been the subject of an SEC audit or any investigation by a federal or state governmental agency? If yes, please explain.
12. Have any employees been the subject of an SEC investigation while at other firms? If so, explain and provide current status.
13. Please provide copies of deficiency letters, if any.
14. Litigation:
15. Over the past five years, has your organization, its affiliates, parent company, officers, or principals been involved in litigation or legal proceedings? If yes, please explain.
16. Have there ever been any lawsuits or criminal, legal, regulatory, arbitration or administrative proceedings pending or threatened against the firm, its predecessors, or principals?
17. Has the firm or any of its employees had any disputes over non-compete, non-disclosure, or similar covenants? If so, please explain.
18. Has the firm or any of its employees had any disputes over workplace harassment, disparate treatment or similar issues? If so, please explain.
19. Are any employees involved in any litigation related to their prior firms?
20. Internal Control and Operational Risks:
21. Provide a summary of your firm’s internal control structure.
22. Does the firm conduct a periodic risk assessment?
23. Provide a copy of your firm’s SSAE 16, SOC 1 or 2, or similar internal control report, if available, as Exhibit C.
24. Are there other operational audits conducted on the firm?
25. Who handles compliance issues and how does that staff report through the organization?
26. Have you had external auditors review your controls? If yes, when and how frequently?
27. Describe the firm’s approach to address:
	1. Disaster recovery and business continuity risks.
	2. Cybersecurity risks.
28. How often are the funds and the firm’s financial statements reviewed/audited by external auditors? Please describe any material issues which were identified in audits in the past 3 years.
29. Provide a copy of your most recent three years of audited financial statements and auditor’s management letter for your firm.
30. Provide a complete Form ADV (Parts I and II) as an attachment.
31. Describe the levels (dollar amounts) of coverage for SEC-required (17g-1) fidelity bonds, errors and omissions coverage and any other fiduciary coverage which your firm carries. List the insurance carriers supplying the coverage.
32. Has your firm adopted a Code of Ethics? If so, provide a copy. If not, why not?
33. Does your firm have a personal trading policy for employees? If so, provide a copy as an attachment.
34. Potential Conflicts of Interest:
35. Describe any potential conflicts of interest your firm may have in the management of this mandate, including any activities of affiliated or parent organizations, brokerage activities, and investment banking activities.
36. Describe any past or prospective involvement by you or a member of your firm in an activity related to a current LACERA employee or board member that may be interpreted as a possible conflict of interest?
37. Does your firm, including affiliates with the parent, hold any equity stakes in investment managers? If so, please elaborate.
38. How has your firm used third party placement agents in the past and what are your future plans for their use? Include comments on any third party relationships disclosed in LACERA’s placement agency disclosure form (Attachment F) and attach as Exhibit E.
39. Asset Breakdown and History (show data as $ millions).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| As-of: | **10/31/21** | **12/31/20** | **12/31/19** | **12/31/18** | **12/31/17** | **12/31/16** |
| Total AUM, firm-wide, all products |  |  |  |  |  |  |
| Total AUM of portfolios dedicated to only emerging manager1 mandates |  |  |  |  |  |  |
| Total AUM in individual emerging illiquid credit managers1 |  |  |  |  |  |  |
| Quantity of emerging illiquid credit managers1 |  |  |  |  |  |  |
| 1For purposes of this calculation, an emerging illiquid credit manager is defined by managing external capital for less than five years and having less than $1 billion of assets under management. Additionally, principals or employees of the firm must hold at least 66% of the ownership interest of the company. (If you are unable to answer questions considering this definition of emerging managers, please state your own definition of emerging managers and respond accordingly.) |
| Total AUM in client-customized emerging manager portfolios2 |  |  |  |  |  |  |
| 2Custom single-investor portfolios based on specific client objectives with fund selections and weights different from a manager’s standard commingled fund. |
| **Emerging manager portfolio information by investor type; all data as of 10/31/21:** | **Quantity of emerging illiquid credit managers1** | **AUM; millions ($)** | **%****of AUM** | **# of Investors** |
| **TOTAL EXTERNAL** |  |  |  |  |
|  | **Total institutional** |  |  |  |  |
|  |  | ERISA pension |  |  |  |  |
|  |  | Non-ERISA pension |  |  |  |  |
|  |  |  | Total employee benefit / pension |  |  |  |  |
|  |  | Foundation, endowment & hospital |  |  |  |  |
|  |  | Financial institution |  |  |  |  |
|  | **Total non-institutional investment** |  |  |  |  |
|  |  | High Net Worth & Family office |  |  |  |  |
|  |  | Other - specify: |  |  |  |  |
| **TOTAL INTERNAL** |  |  |  |  |
|  | G.P. (all employees / principals) |  |  |  |  |
|  | Affiliated entities:  |  |  |  |  |
| **GRAND TOTAL** |  |  |  |  |

1. List firm’s five (5) largest clients (for any product) by type and size as of 10/31/21 (please use format below).

|  |  |  |
| --- | --- | --- |
| **Type of Client** | **Size ($ millions)** | **Type of Mandate** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

1. List your 5 largest clients in client-customized emerging manager portfolios that include illiquid credit managers by type and size as of 10/31/21 (please use format below).

|  |  |  |
| --- | --- | --- |
| **Type of Client** | **Date of Inception** | **Size****($ millions)** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

1. List all clients in client-customized emerging manager portfolios that your firm has gained and lost within the past five years. Include a reason for all accounts lost during this period (please follow format shown below).

|  |  |  |  |
| --- | --- | --- | --- |
| **Date Client Gained** | **Type of Client Gained** | **Assets** **($ millions)** | **Assignment** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  | **Number of Clients Gained** |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Date Client Lost** | **Type of Client Lost** | **Assets****($ millions)** | **Assignment** | **Reason for Departure** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  | **Number of Clients Lost** |  |  |  |

1. Provide the client name, contact, title, and telephone number of three clients which have terminated your firm’s services that included constructing emerging manager portfolios in the last five years.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Client Name** | **Contact** | **Title** | **Phone Number** | **Assignment** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

1. Is the firm a signatory to the Principles for Responsible Investment (PRI)?  If yes, please provide a copy of your latest RI Transparency Report. Identify any formal associations addressing responsible investment or ESG that the firm is affiliated with, if any.

# PROFESSIONAL STAFF

1. List the number of persons dedicated to constructing and supporting emerging manager portfolios.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **10/31/21** | **12/31/20** | **12/31/19** | **12/31/18** | **12/31/17** | **12/31/16** |
| Investment Staff: |  |  |  |  |  |  |
|  | Portfolio Managers |  |  |  |  |  |  |
|  | Research Analysts |  |  |  |  |  |  |
| Non-Investment Staff: |  |  |  |  |  |  |
|  | Operational Due Diligence |  |  |  |  |  |  |
|  | Risk Management |  |  |  |  |  |  |
|  | Executive Management |  |  |  |  |  |  |
|  | Marketing/Client Service |  |  |  |  |  |  |
|  | IT |  |  |  |  |  |  |
|  | Legal |  |  |  |  |  |  |
|  | Administration/Back Office |  |  |  |  |  |  |
|  | Other (Specify) |  |  |  |  |  |  |
|  | TOTAL: |  |  |  |  |  |  |

1. Describe the degree to which investment professionals are or are not dedicated to constructing portfolios of emerging managers and separately dedicated to illiquid credit mandates.
2. Provide an organizational chart with positions and relationships of employees involved in the management of emerging manager portfolios.
3. Provide the information below for each senior investment staff member involved with constructing emerging manager portfolios. Highlight the person(s) who would be responsible for this account.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Name** | **Title** | **Responsibilities** | **Years of Portfolio Management Experience** | **Education/ School** | **Other Designation** |
|  |  |  |  |  |  |

1. Provide a complete individual employment history for the past 10 years of ALL key senior professionals directly involved in constructing and managing portfolios of emerging managers (account for all time including full and part-time employment, self employment, etc.) Include status such as unemployed, full-time education, or travel that lasted for at least one month. Include beginning month/year, end month/year, name of employer, whether the business was investment-related, city, state, and position held.
2. Describe the role of the senior professionals in the day-to-day activities of the firm. Please include any of their involvement in investment activities.
3. Are any firm principals involved in any other outside entities? If so, please identify the entity, and explain the nature of their involvement and the time spent. (Please exclude activities for tax-exempt organizations that are exclusively charitable, civic, religious or fraternal).
4. For each portfolio manager, please specify their location, the number of portfolios each manages and include the dollar value of assets under management.
5. Departures:
6. Provide the names of all senior professionals who have resigned, been terminated, or transferred to another department, within the past five (5) years.
7. Provide a brief explanation for each departure.
8. For each departure, please elaborate on the firm’s process of replacement.
9. Was the professional directly replaced? If so, with whom, and how long did it take?
10. Describe any changes that occurred due to the departure, including shifted responsibilities.
11. Please describe the role of any new positions added to the investment team in the past two years.
12. Manager Research Staff:
13. How is manager research organized? (e.g., specialists by strategy, generalists)
14. How many strategies and managers does each analyst cover?
15. Do portfolio managers conduct primary in-depth manager research?
16. Lead Portfolio Manager(s):
17. Name the lead portfolio manager(s) who will be assigned to this account.
18. Do(es) the lead portfolio manager(s) have ultimate decision-making authority and accountability for customized portfolios?
19. Do(es) the lead portfolio manager(s) have equity ownership in the firm?
20. How much time does the lead portfolio manager(s) allocate among portfolio management, client servicing, traveling, manager research and administrative duties?
21. Is the assigned lead portfolio manager primarily responsible for any of the performance track records provided in Section IX? Who are the key personnel associated with these track records?
22. Describe the availability of portfolio managers for reviews and conference calls with LACERA.
23. Describe the succession plan if a key professional assigned to LACERA’s account should leave.
24. Compensation:
25. Describe the compensation and incentive program for professionals involved in managing the emerging manager and illiquid credit portfolios including the percentage of compensation from: base salary, performance bonus, firm profit split, equity incentives, fund general partner share, and any other sources.
26. Please list and indicate the weight of quantitative evaluation factors in determining total compensation. (e.g., asset growth, performance, or other factors)
27. Who is eligible to participate in equity incentives (e.g. firm equity, phantom stock, options)?
28. Employee Fund Ownership:
29. Are the firm’s principals and key investment professionals materially invested in the firm’s commingled portfolios? Please elaborate, including any policy requiring fund investment.
30. Describe current firm initiatives, if any, to address diversity of thought and background across the firm, especially across senior leadership and investment roles.

# MANAGER SELECTION AND MONITORING

1. Manager Investment Due Diligence Process:
2. Explain any basic screening requirements a manager must meet before it is considered.
3. Detail the process from the formation of the initial universe to the list of invested managers.
4. Describe the approach to identify attractive emerging managers early.
5. What aspects of the investment process and risk management are examined during an investment due diligence? Please list and describe fully.
6. Describe the process for ongoing manager monitoring, including its frequency.
7. Provide at least one example of an investment due diligence report as an attachment.
8. Estimate of the number of emerging managers and, separately, emerging illiquid credit managers analyzed annually and the percentage that are hired.
9. Describe how you evaluate emerging illiquid credit investment manager performance relative to other managers and markets.
10. Describe how you approach gaining access and capacity rights to emerging managers that are higher in demand.
11. Comment on the level of transparency the firm seeks from its underlying managers. Describe how frequently this level of transparency is provided.
12. Please describe your firm’s operational due diligence process and capabilities.
13. What aspects of the investment manager’s organization and operations are examined during an operational due diligence review? Please list and describe fully.
14. Which individuals are responsible for conducting operational due diligence?
15. Describe in detail how your firm’s operational due diligence process examines the potential for fraud, rogue trading, or unethical activities at a fund. What key factors does your firm focus on to assess the probability for an operational or fraudulent failure at the investment manager?
16. What role does the process play in the overall decision to invest with a manager?
17. Are any third parties used to assist in operational due diligence?
18. Describe how the firm reviews an investment manager’s underlying service providers.
19. Please estimate the amount of time spent on operational due diligence for a new manager.
20. How many managers is each operational due diligence specialist responsible for monitoring?
21. How often is operational risk formally reviewed after an initial investment?
22. Describe the approach to verifying that an investment manager has institutional valuation practices and service providers.
23. Describe the approach to helping emerging firms establish institutional policies and practices.
24. Provide at least one example of an operational due diligence report as an attachment.
25. Please describe the interaction of investment and operational due diligence professionals.
26. Identify the individuals with veto authority during the due diligence process.
27. Describe the process surrounding the termination of an investment manager.
28. Manager Failures:
29. Provide a detailed explanation of an investment manager in any of the firm’s portfolios that permanently or temporarily ceased business operations or trading activity, or was subject to regulatory actions or prosecution. Elaborate on the cause of the situation for the fund.
30. Did any aspect of your due diligence process fail to identify weaknesses in the funds or firms?
31. Describe how your firm responded to the situation.
32. List any changes to policies or procedures that resulted from this situation.

# INVESTMENT PHILOSOPHY, MANAGER RESEARCH, AND PORTFOLIO CONSTRUCTION

1. Emerging Illiquid Credit Manager Portfolio Investment Philosophy:
2. Describe your firm's investment philosophy as it relates to constructing client-customized emerging illiquid credit manager portfolios. For example, do you tend to build portfolios with a return enhancing or a risk reduction objective?
3. Describe the characteristics you believe make an emerging illiquid credit manager an ideal candidate for an investor such as LACERA and the portfolio you are proposing.
4. Identify important parameters or characteristics you would focus on when constructing the portfolio.
5. Do you believe emerging and illiquid credit portfolios will be successful in the future? Why or why not? Provide any evidence or research which supports this belief. A research/white paper may be provided as an attachment.
6. Manager Research and Portfolio Construction Process:
7. Is the research process specialized for emerging managers?
8. What fundamental, qualitative or quantitative inputs do you use in your investment process?
9. Does the process result in certain styles or sub-strategies that you are likely to target or avoid?
10. Describe your approach to negotiating terms with emerging illiquid credit managers. As part of your answer, provide examples of fee, mandate, capacity rights, transparency and account terms that you have negotiated and customized in the past.
11. Describe the product that your firm is proposing to LACERA. Include portfolio construction parameters that you are proposing. Through what structure would LACERA invest in individual investment managers?
12. Investment Committees:
13. Does your firm use an Investment Committee? If not, who has investment authority?
14. Who are its members and what is its role in the investment process?
15. Describe the decision-making process that results in an emerging manager being approved for investment.
16. Client Interaction:
17. Describe the proposed level of involvement between your firm and LACERA.
18. Which members of the team would LACERA interact with and across what functions? Describe the level of access to IDD and ODD professionals.
19. Describe the level of data sharing and access to analytic systems.
20. To what degree would you seek to diversify a portfolio of emerging illiquid credit managers? How many managers would you seek to have in a mature portfolio?
21. Describe your views on categories or different types of illiquid credit strategies. Describe how you would approach building a portfolio across types of illiquid credit strategies.
22. Describe any analytical systems used in portfolio structuring that are distinct from those described later in the risk measurement section.
23. Describe your experience working with dedicated managed account service providers.
24. Describe your experience helping emerging firms establish institutional quality mid and back office practices.
25. Proposed Sample LACERA Portfolio Composition:
26. Provide a proposed LACERA portfolio composition with percentages to actual funds, specifying each fund’s style and strategy. Selected managers should meet LACERA’s definition of emerging for illiquid credit managers.
27. Provide an example of proposed investment guidelines for the mandate.
28. What is your forward-looking return, standard deviation, and equity beta expectation for the proposed portfolio?
29. Whom do you consider to be your major competitors in building portfolios of emerging managers?
30. Please describe how your firm identifies and integrates material environmental, social, governance (ESG) factors into your investment philosophy and process.
	1. Does your firm have a policy addressing consideration and incorporation of material environmental, social, or governance (ESG) factors in the investment diligence and portfolio construction process? If so, please provide a copy.
	2. To what percentage of your firm’s assets under management does the policy apply?
	3. Please briefly explain your philosophy and approach, if any, for integrating ESG analysis into the investment process (such as, but not limited to manager diligence, portfolio construction, and investment analytics), including whether ESG factors present risks to financial performance or opportunities for enhanced financial performance.
	4. Please explain how often exposures to ESG risks are reviewed and evaluated.
	5. Please provide concrete examples of instances where you identified ESG factors that may impact investment merit for an external manager and how the investment team addressed or incorporated the ESG analysis into its investment decisions.
31. What data sources, research, or tools, if any, are used to assess ESG factors?  How is this information incorporated into your investment diligence and process?
32. Describe how diversity, equity, and inclusion considerations are incorporated into investment manager diligence and portfolio construction decisions.
33. Provide a spreadsheet attachment containing a schedule of all current emerging illiquid credit manager investments (fund name, strategy description, amount invested, and terms for fees, liquidity, and capacity) for all emerging illiquid credit managers that the firm currently invests in through discretionary mandates.
34. Provide a spreadsheet attachment containing a schedule of discretionary emerging manager investments made alongside any revenue sharing or other shared ownership arrangements with an investment firm in the past 5 years.
35. To what extent does the firm negotiate more favorable fee and other terms to underlying funds than managers’ standard fund terms? What would be the expected management and performance fee structures and rates for the proposed portfolio?

# OPERATIONS

1. Use of Third Party Service Providers:
2. Please describe the firm’s operations which are conducted internally and those that are conducted by third parties.
3. Supply the firm name, address, contact information, and the year the engagement began for all independent auditors, third party administrators, custodians, external legal firms, and any other third party service providers used by currently implemented portfolios.
4. Describe all systems used in the operational monitoring process, including those that are external.
5. What controls are in place to separate duties for compliance and investments?
6. Verification/Reconciliation/Valuation:
7. How does your firm verify the assets or exposures reported by the underlying fund managers? To what extent are third parties used?
8. Describe the systems and procedures used to reconcile fund positions with underlying investment managers and other third parties.
9. Describe any performance or NAV verification process. Does it use third parties?
10. Describe your experience with funds for which you identified valuation problems.

# RISK MANAGEMENT

1. Risk Management Process:
2. Discuss the various types of risk inherent in a portfolio of emerging illiquid credit managers.
3. How are those risks measured, monitored, and managed?
4. How is guideline compliance measured and monitored?
5. Describe the procedures for managing and assessing risk at the underlying fund level.
6. Risk Management Staffing:
7. Who is primarily responsible for risk management?
8. Is staff dedicated exclusively to risk management or is it part of another function?
9. Risk Management Systems:
10. Please describe the firm’s risk management systems and technology.
11. Are these proprietary or provided by third parties?
12. Please comment on the level of firm’s expenses dedicated to technology.
13. List the type of risk reports that LACERA could expect to receive and provide examples as attachments.
14. Describe the level of stress testing or scenario analysis conducted and provide sample output as attachments.

# PERFORMANCE AND CLIENT SERVICE

1. Submit monthly time series returns, net of proposed fees, for a composite of all emerging illiquid credit funds that, in a discretionary manner, your firm has invested in. Please describe the composite components and, if appropriate, investment guidelines. This information should be provided in an attached excel file with information formatted to two decimals.
2. For the same composite presented in the prior question, please provide the following, for periods ended October 31, 2021 (rounded to two decimals):

|  |  |  |
| --- | --- | --- |
| **Performance****Periods** | **Annualized****Total Net****Return** | **Realized****Standard Deviation****(Annualized)** |
| 1 Year | 0.00% | 0.00% |
| 3 Years | 0.00% | 0.00% |
| 5 Years | 0.00% | 0.00% |
| 7 Years | 0.00% | 0.00% |
| 10 Years | 0.00% | 0.00% |
| Inception to date (specify date) | 0.00% | 0.00% |

1. How does this performance compare to a broad universe of illiquid credit strategies? Please describe periods that represent under- and out-performance relative to broad markets.
2. Performance Attribution:
3. Describe how you conduct performance attribution analysis, including models or tools used.
4. To what extent are sub-strategy composite returns and benchmarks used?
5. Performance Reporting:
6. Please describe and provide samples of all reports that are typically provided to investors (e.g., performance/positioning discussion, white papers, risk/exposure reports, etc.) as attachments.
7. Do you produce custom reports for specific investors? If so, please describe these reports.
8. Client Service:
9. Please provide the name and title for the person responsible for the LACERA relationship.
10. Please provide a brief bio.
11. How many and which type of clients does a client service professional cover?

# FEES AND TERMS

1. Identify your proposed fees for this mandate. You may propose more than one fee structure.
2. Identify any additional costs that LACERA would be expected to cover related to your proposed portfolio and structure (e.g., legal, audit, administration, other).

# CLIENT REFERENCES

1. Provide the contact information for three references invested in client-customized portfolios including one that includes emerging illiquid credit managers in the table format below.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Firm Name** | **Contact** | **Title** | **Phone** | **Email** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

# MARKETING MATERIAL

1. Please include any marketing materials, white papers, or presentation decks that can provide insight into your firm’s proposed services. Attach these materials as **Exhibit D**.